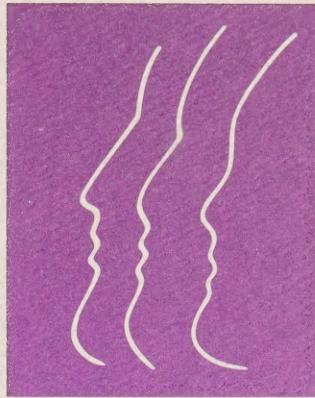


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STRATEGIES FOR RENEWAL

*Strategic Workforce Planning
in the Ontario Public Service 1992-1993*



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Deputy Minister
Sous-ministre

Human
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December 3, 1991

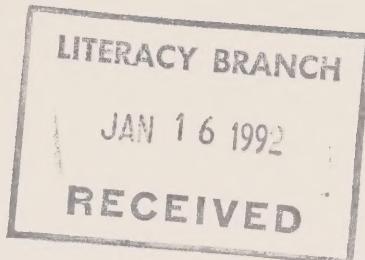
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MEMORANDUM TO: OPS Executives, Managers, and Human Resources Professionals

FROM: Glenna Carr
Deputy Minister
Management Board Secretariat

SUBJECT: Strategies for Renewal 1992-93



I am pleased to provide you with the STRATEGIES FOR RENEWAL document for the 1992-93 cycle.

As managers in the Ontario Public Service, we have a tough year ahead. We are seeing an increased demand for better services as Government resources become more limited. If we are to begin to meet this demand for better service within the present fiscal environment, it will only be through a fundamental change in the way we manage people. This makes planning critical.

STRATEGIES FOR RENEWAL asks you to take a hard look at this government's priorities for the management of people in the context of your own environment, to realistically select your own priorities, and to plan to achieve them.

Both Management Board and I look forward to reviewing your plans in the spring.

A handwritten signature in cursive script, appearing to read 'Glenna Carr'. Below the signature, the name 'Glenna Carr' is printed in a smaller, sans-serif font.



STRATEGIES FOR RENEWAL

1992–1993

ABOUT STRATEGIES FOR RENEWAL 1992-93

Strategies for Renewal was introduced in 1986 to change the way in which employees were hired and managed in the Ontario Public Service. As an employer with a workforce of about 90,000 and a 5.5 billion dollar payroll, we must plan if we are to manage our workforce effectively. Strategies for Renewal is an internal program which includes both human resources planning and results reporting. The purpose of this program is to enable us to effectively plan and adjust our workforce to fit with the Government's priorities in a way which is fair to all of our employees.

Since 1986, based on ministry feedback, changes in the planning environment and in Government priorities, the Strategies for Renewal program has evolved. Ministry representatives and the Management Board Secretariat reviewed the program together this year. Some key changes to watch out for are:

- *general objectives have been narrowed down to specific priorities for 1992-93 (Section 2);*
- *the ministry context (both in-year results and the budget impact) shape the plan (Section 3);*
- *ministry priorities take a higher profile in planning and results reporting (Section 3 and 4);*
- *results of ministry workforce impact plans are integrated in annual Results Reports (Section 4);*
- *new mandatory elements for the implementation of the accelerated Employment Equity program are included (Section 5);*

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SECTION 1

Context for Strategic Workforce Planning

1.0 CONTEXT FOR STRATEGIC WORKFORCE PLANNING

1.1 WORKFORCE CHALLENGES

Planning doesn't happen in a vacuum. The business you are in, the dollars you have available, client demand, as well as the external economy and social factors all combine to form the context in which your plan is made and executed. In 1992-93, ministries in the Ontario Public Service will be faced with a number of challenges in delivering their programs. Many of these challenges will affect our workforce. Ministry Strategies for Renewal plans need to take account of them. The following outlines some of the challenges that ministries face in 1992-93 when managing the workforce.

- **Managing the Workforce in a Pressured Fiscal Environment**

Ontario is in the middle of a recession. The costs of programs like social assistance have increased without a corresponding increase in the tax base. In response to Ontario's pressured fiscal environment, the Premier has asked public servants to manage resources more creatively in order to make the public service more effective, efficient, and flexible. This means consolidating, streamlining and integrating our operations. To do this, we need to improve the way in which we manage the coordination of job vacancies, essential redeployment, surplus staff, and employee retraining.

- **Delivering Better Customer Service**

The Ontario public expects better customer service and we want to deliver. In order to ensure that we provide the best service possible with the finite resources available, we must consider all viable options. Some of these will involve redeployment of resources; streamlining organizational structures and operational processes; innovative management practices, including optimal use of technology; and inter-ministry collaboration.

- **Creating Organizational Change**

Organizational change is a demanding process on people. In order to work, it requires an involved and flexible workforce. We need to involve our employees in decisions so that the best solutions to ministry issues can be implemented with their commitment. We also need to make sure they have the skills to adapt. This means training, educating and developing and reskilling our employees on an on-going basis through all and any means possible.

- **Achieving Equity in Employment**

Aboriginal peoples, francophones, persons with disabilities, racial minorities and women experience relatively higher unemployment, lower than average salaries, and limited career mobility. These groups of people combined make up nearly two-thirds of the population of Ontario. Organizations which do not recruit, retain, develop and promote people from these groups will lose or under-utilize many of the best workers in the province. They will also find it increasingly difficult to deliver appropriate customer service in Ontario. Our employment practices must reflect fairness and respect for individual and group differences. It is imperative that we continue to work towards achieving employment equity in times of constraint.

- **Improving Labour-Management Relations**

The Premier has announced that he is aiming for low negotiated wage settlements in forthcoming collective bargaining. Employees expect a more responsive approach from the employer to demands for better working conditions. The costs of grievance settlements are soaring. Management needs to continue to work towards improving labour-management partnerships.

- **Relocating Our Operations**

Ministries which are slated for relocation – in part or in whole – face pressures on employee morale, productivity, and service delivery, as well as the time and cost of physically relocating employees and hiring and training new people. We must ensure that employees are treated fairly and provided with all available opportunities for success, while responding effectively to continued demand for service-delivery. All ministries will require strategies to facilitate the placement of employees who cannot relocate.

- **Ensuring a Safe and Healthy Workplace**

The costs – in dollars and productive time lost – of workers' compensation claims and related grievances are substantial. All employees have a right to a safe and healthy workplace and it is every manager's statutory responsibility to ensure that this is provided. Therefore, we need to take proactive focused measures to minimize occupational hazards and promote wellness.

1.2 CORPORATE RESPONSES

Central Agencies share line ministries' concerns about our ability to meet some of these challenges. Centrally the Government has been reorganized and a number of projects are taking place that you should be aware of when you are developing your plan. Some of these are summarized below:

- **Central Agency Restructuring**

In order to ensure that the Government gives coherent policy, financial and operational direction to ministries, the Premier has enhanced the role of Cabinet Office, created a new Treasury Board, and redefined the role of the Management Board of Cabinet.

Cabinet Office determines the policy priorities for the Government and will have the final review of policy issues. It also recommends the approval of fiscal strategy to Cabinet and determines expenditures for new initiatives.

Treasury Board allocates and manages the financial resources of the Government. It is responsible for multi-year financial planning, and will review financial submissions from ministries. Treasury Board ensures that dollars are allocated according to the fiscal and policy priorities of the Government and that programs are delivered in the most cost-effective way.

Management Board is responsible for the management of the public service. This involves ensuring that the public service is organized and managed to support the implementation of the Government's priorities. Its main areas of responsibility include management policy, information technology planning, and human resources.

- **Workforce Planning**

Workforce or human resources planning has been refocused to meet both the Government's workforce priorities and ministries' needs. Annual **Strategies for Renewal plans** continue to function as an umbrella plan – outlining ministries' priorities and plans for the year. They continue to be reviewed and approved by Management Board of Cabinet. However, operational requirements for human resources can change during the year. As new programs are announced or existing ones are altered or discontinued, ministries are required to submit **workforce impact plans** to Treasury Board of Cabinet which outline how the ministry will manage the workforce changes a submission entails. Through these plans, ministries try to reduce any negative effect on employees and also to support the Government's workforce priorities. Treasury Board of Cabinet reviews these plans for approval with the funding submission. Training and guidelines have been produced to help ministries undertake workforce planning.

- **Accelerated Employment Equity**

In 1991 the Government of Ontario announced an accelerated and strengthened employment equity strategy for the Ontario Public Service. The program's goal is to achieve equitable participation by designated groups, at all levels of the OPS. The major components of this strategy are:

- a comprehensive set of employment equity policies;
- mandatory components for ministry implementation with financial and resource support to ministries;
- partnership with OPSEU as well as internal and external stakeholders;

- improved data collection and analysis including the tracking of applicants seeking employment or promotion in selected occupations;
- an employment systems review program to help ministries identify and remove barriers in employment;
- accommodation in employment for persons with disabilities as well as a workplace discrimination and harassment prevention program;
- a training and communication strategy;
- accountability for the program's progress down to the line manager level;
- the tabling of a public report on employment equity in the legislature.

See section 5 for a full discussion of mandatory components and resources for implementation.

- **Labour-Management Partnerships**

To enhance labour-management partnerships, the Government wishes to collaborate with employees, and unions to find solutions to the Government's fiscal reality. Union participation is occurring in a broad number of policy issues like relocation, employment equity, Crown Employee Collective Bargaining Act reform, the bargaining unit classification overhaul, pension reform, and Public Service Act amendments. In addition, approximately 20 ministries have established Employee Relations Committees which meet on a regular basis to resolve labour-management issues at the ministry level.

- **Relocation Policy Development**

Labour and management are working together to ensure that policies and programs are developed which ensure the fair and responsible treatment of employees affected by the Ontario Government Relocation Program. A Joint Operational Committee for relocation is in place. It is responsible to identify, review, amend, and recommend policies on issues which impact on employees. Currently, policies addressing issues such as moving expenses, job guarantee, retraining and career transition are being developed.

- **Health and Safety Guidelines and Training**

To help managers create a safe and healthy workplace, a variety of guidelines, policies, services and training programs have been developed. Some specific examples follow:

- production of the Health and Safety Audit Guide;
- establishment of a corporate steering committee to deal with Workers' Compensation issues (claims management and training programs to follow);
- assistance in the development of Terms of Reference for joint and safety committees;
- forthcoming Guidelines to accompany the Occupational Health and Safety Directives;
- the training course "Managing Health and Safety" (available upon request);
- ongoing promotion of wellness through the Inter-Ministerial Wellness Group;
- development of various policies (e.g., HIV Infection/AIDS, reflected in HR Directives and Guidelines; Emergency Evacuation; First Aid);
- establishment of a Central Committee on Employee Assistance Programs; and

- availability of general consulting services, including the interpretation of related articles in the Collective Agreement.

- **Education, Training and Development Strategy**

In order to help ministries ensure that they have a competent, creative, multi-skilled and adaptable workforce, a new corporate education, training, and development strategy will be designed.

SECTION 2

Workforce Planning Priorities

2.0 WORKFORCE PLANNING PRIORITIES

2.1 INTRODUCTION

We will be facing many pressures associated with our workforce in the upcoming year. Our resources – dollars, time and people to do the job – are limited. This means we need to set priorities. Priorities are set for different time periods and at different levels in the organization. In Strategies for Renewal we discuss three different levels of priorities for workforce management:

- **long-term Government priorities** reflect the essential direction that the Government would like to see the public service move towards;
- **priorities for 1992-93** have been identified in light of the Government's long-term priorities, Strategies for Renewal Program objectives, the current environment and challenges facing the public service in the upcoming fiscal year;
- **ministry priorities** are set by ministries as part of their planning process. They reflect the key directions the ministry intends to move towards over the course of the upcoming fiscal year and depend on the particular issues facing them.

This section discusses both the long-term Government priorities for workforce management and the more immediate priorities for 1992-93. They reflect areas that ministries should consider and work towards in the implementation of their plans. **Ministry priorities are not a carbon-copy of both these priorities.**

2.2 LONG-TERM GOVERNMENT WORKFORCE PRIORITIES

The priorities guiding the management of the Government's workforce are as follows:

- employment security
- employment equity
- flexible organizational structures
- training, reskilling and development of employees
- positive union-management partnerships
- safe, healthy and accessible workplaces
- employee participation in decision-making
- balancing work and personal life

2.3 WORKFORCE PRIORITIES FOR 1992-93

Redeployment to Ensure Employment Security

- effective redeployment of staff affected by organizational change such as the impact of the 1992-93 budget, relocation and reorganizations - both within the ministry and to other ministries;
- coordination of vacancies and surplus employees;
- provision of on-the-job training opportunities to support the career development of employees.

Employment Equity

- The implementation of mandatory components of the program at a ministry level as described in Section 5;
- Ensure fair and equitable access to job opportunities, retraining, career development, and promotion in order to support the achievement of employment equity.

Flexible Organizational Design

- streamline operations and organizational structures to enhance the delivery of customer service;
- implement alternate work arrangements in order to address employee and ministry needs.

Training, Reskilling and Development of Employees

Plan, design and implement training activities and developmental opportunities to support:

- ministry operations and strategic directions, including reorganization, relocation, down-sizing and the redeployment of staff;
- changing job requirements;
- implementation of the workplace harassment and discrimination prevention policy and the accelerated employment equity program;

Develop an infrastructure to support education, training and development including information systems.

Positive Union-Management Partnerships

- implement the revised Crown Employee Collective Bargaining Act (CECBA) and the Public Service Act when approved;
- establish management training programs on grievance procedure and conciliation;
- improve the scope and quality of the our relationship with our bargaining agents through union/management collaboration.

Safe and Healthy Workplace

- review and analyze the number and associated costs of WCB claims, Article 18 grievances and Ministry of Labour Orders issued, and develop strategies to reduce/eliminate them;
- manage the work-site effectively to minimize occupational injury and disease, as demonstrated by the number of Workers' Compensation Board claims;
- facilitate and monitor the functioning of joint health and safety committees to ensure internal accountability;
- incorporate health and safety into management development programs, staff training courses and new-employee orientation programs;
- develop and deliver focused health and safety education programs, and encourage attendance at jointly-sponsored programs and those offered centrally.

SECTION 3

*Ministry plans for 1992–1993
(Due March 15, 1992)*

3.0 MINISTRY PLANS FOR 1992-93

What's New

- **Ministry Context section** outlining 1991-92 Results Highlights & Workforce Impact Items for 1992-93 Budget Plan
- Regrouping planned initiatives under **ministry priorities**
- **Mandatory** elements for implementing **employment equity**
- Elimination of Management Structures and Processes as well as Opportunities to Effect Change sections
- Provision of plan assessment criteria

What's the Same

- Submission of **brief plans** (about 10-12 pages excluding appendices), given the strategic focus of the planning process
- Need to report **only key human resources initiatives**
- Provision of a diskette of the planning format in WordPerfect 5.0 to Ministry SFR coordinators

3.1 PLANNING PROCESS

Turning Government and ministry workforce priorities into plans, plans into action, and action into organizational change is the challenge facing ministry managers and human resources planners.

To ensure realistic and appropriate plans are developed, workforce planning in the Ontario Public Service is both a top-down and a bottom-up process. While the Government sets priorities for service-wide planning, ministries establish their own priorities and plans. Approaches to this internal planning process necessarily vary among ministries. The chart on the opposite page outlines some typical steps involved. Plans are assessed by Management Board on the basis of specific criteria. This is outlined at the end of this section.

At fiscal year-end ministries also submit Results Reports which outline results on a narrative and a numerical basis.

3.2 GUIDELINES AND FORMAT

The format for Strategies for Renewal Plans consists of two parts; Ministry Context and Priorities and Planned Initiatives.

Part One – Ministry Context includes a 1991-92 results highlights and a brief summary of workforce impact items. Information from this section, in combination with last year's results will be used as a yardstick against which the plan will be reviewed. It will also be used to provide contextual information to Management Board of Cabinet when the plan is presented for approval.

Part Two – Priorities and Planned Initiatives outlines ministry priorities and supporting initiatives.

3.2.1 Part One – Ministry Context

A. Results Highlights 1991-92

In this section of the plan, ministries are requested to provide a brief narrative highlighting results achieved in implementing the top three or four ministry priorities during 1991-92. Priorities chosen can reflect either items submitted as part of the 1991-92 Strategies for Renewal Plan or Workforce Impact Plan items submitted in-year. These priorities should reflect major issues of ministry-wide significance. These results should be as of September 30, 1991 at minimum, however information as current as possible is more than welcome. The example on the opposite page illustrates the format to be used and the type of information required.

B. Workforce Impact Items 1992-93

In this section of the plan, ministries should provide a listing and a brief three or four line description of workforce impact items submitted to Treasury Board as part of the 1992-93 budget process. Items from all three budget streams: base budget, new initiatives and major reallocations should be included. The sample below outlines the format and type of information required.

Sample –

B. Ministry Workforce Impact Items

1. Base Budget
 - Reallocation of 5.0 million in salary dollars from programs A, B, and C to programs D and E resulting in a requirement to retrain and redeploy X number of employees.
2. New Initiatives
 - Establishment of Program X – funding for 30 new positions; 20 to be filled by redeployment of displaced employees; 10 specialized new employees.

Sample – Ministry Planning Process

Planning Process	Sample Ministry Steps
<ol style="list-style-type: none"> 1. Conduct an environmental scan to determine corporate direction, priorities, ministry business priorities, financial status, and outstanding human resources issues. 2. Identify and prioritize gaps between current status and desired results. 3. Analyze gaps and resources to determine priorities for action. 	<ul style="list-style-type: none"> Ministry managers, employees and human resources staff review the Government's workforce priorities and ministry's strategic direction, operational needs to deliver business priorities, financial status, human resources issues, and current status to determine ministry workforce priorities for the upcoming year.



4. Develop appropriate action plans and ensure approval.	<ul style="list-style-type: none"> Ministry managers and human resources staff consult to determine both local and ministry-wide initiatives to meet ministry priorities. Annual Strategies for Renewal Plan drafted and submitted to ministry management for approval. Annual Strategies for Renewal Plan submitted to Management Board for approval. Plan approved.
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5. Implement action plan and periodically monitor and report back on progress internally.	<ul style="list-style-type: none"> Plan implemented. Implementation monitored in-year by SFR Coordinator and ministry senior management. Plan adjusted where required.
---	--

*Sample –
Part One: Context – A. Ministry Results Highlights*

Ministry Results Highlights
<p>1. Ministry's restructuring to reduce levels of hierarchy and transfer greater decision-making authority to line managers is close to completion.</p> <p>Current Results (as of December 30, 1991)</p> <ul style="list-style-type: none">• New structure established; over 40 focus groups of employees participated in the design of the new structure.• Detailed implementation plan completed and ministry at phase 4 of restructuring.• Change management program delivered to 800 employees.• Executive and branch management levels of redeployment implemented – remaining employees to be placed by the end of the fiscal year.• 200 employees retrained through placement in developmental opportunities – now awaiting placement in the new structure. <p>2. New Research Laboratory established and in operation.</p> <ul style="list-style-type: none">• Organizational structure established – includes RPT position – negotiations re: compressed work week still underway.• Efforts to redeploy employees displaced by restructuring were successful.• 10 specialists hired as a result of outreach effort. Employment Equity applicant tracking piloted and results reveal employment equity goals filed in workforce impact plan have been met.

3.2.2. Part Two – Priorities and Planned Initiatives

1. Establishing Ministry Priorities

To identify ministry priorities, human resources staff with ministry managers and employees look at where the ministry is now, where it wants/needs to go, and based on the resources available what it can achieve realistically in the up-coming year. This means reviewing:

- environmental changes such as the workforce impact of the 1992–93 budget plan;
- current ministry and local human resources management issues;
- results achieved by the ministry to date;
- up-coming changes in (business) operations;
- local and ministry operational requirements for human resources.

This should be reviewed in the context of the workforce planning priorities identified in Section 2, and the ministry strategic direction, goals and mandate:

Ministry priorities for 1992–93 may not correlate with each objective under Strategies for Renewal or under the priorities outlined in Section 2. For example, a ministry which has just completed a major reorganization is not expected to develop initiatives which support the “Flexible Organizational Structures” priority. Some ministry priorities, however, will have implications for most of the objectives. For example, a ministry relocation may require planning in staffing, education, retraining, employment equity, and employee participation in workplace decisions. It may also have effects on labour management relations and health and safety. **For this reason, the plan should outline initiatives under ministry priorities indicating, where appropriate, which corporate priority or objective is being supported.**

2. Developing Initiatives

To achieve meaningful results, ministry human resources staff work with managers and employees to determine supporting initiatives. Major planned initiatives that are reported in the Ministry SFR Plan should:

- be specific, measurable, achievable, results-oriented, and timed (‘motherhood statements’ should not be included as initiatives);
- reflect major human resources activities and not include activities which only one branch/division is undertaking unless they are of possible ministry-wide significance;
- involve appropriate stakeholders, including union and private sector representatives;
- identify if completion is dependent upon receiving external funding (e.g., Employment Equity Fund).

The accelerated Employment Equity Program requires that several mandatory elements be implemented. Ministries should ensure that they commit to meeting these elements in their Strategies for Renewal Plan. As 1993 is the last year in the three-year goals and timetables cycle ministries are asked to review carefully their existing goals. Revisions to goals should be submitted with your SFR plan. Employment Equity requirements and resources to support their implementation, including funding, are outlined in Section 5 of this document.

If the supporting initiatives for a ministry priority are covered completely by a workforce impact plan filed in the 1992–93 budget plan, this should be noted. It is not necessary to repeat the contents of the Workforce Impact Plan in the SFR Plan.

Sample statements of human resources priorities and appropriate planned initiatives follow on the next page:

*Sample –
Part Two: Priorities and Planned Initiatives*

Priorities and Planned Initiatives	
1. Ministry Priority:	<p>Redeploy employees displaced as a result of Base Budget and Major Reallocation Plan</p> <p>Initiatives:</p> <ul style="list-style-type: none">• See Workforce Impact Plans for Base Budget and Major Reallocation.
2. Ministry Priority:	<p>Improve the health and safety of employees in the ministry and consequently reduce WCB claims and MOL Orders.</p> <p>Initiatives:</p> <ul style="list-style-type: none">• Analyze Workers' Compensation Claims, Article 18 grievances, and MOL Orders to determine recurring ministry health and safety issues.• Develop and deliver a focused health and safety training program for employees.• Integrate Health and Safety requirements into Ministry Management Training Program and ensure health and safety is integrated into management job specifications and performance agreements.• Develop and deliver a communications plan aimed at recurring health and safety issues in the ministry.

3.3 PLAN ASSESSMENT CRITERIA

Strategies for Renewal Plans will be assessed and reviewed by Management Board of Cabinet on the basis that the Plan:

- is complete, coherent and addresses significant ministry workforce issues; e.g., soaring grievance and/or Workers' Compensation claims, relocation, redeployment of employees;

- addresses significant Government priorities, where appropriate, as outlined in Section 2;
- addresses previously identified areas requiring improvement;
- contains specific, measurable, achievable, results-oriented and timed initiatives with clear deliverables;
- involves appropriate planned partnerships with staff, the union, business, other Governments, community groups, etc.

SECTION 4

*Ministry results reports 1992–1993
(Due June 30, 1993)*

4.0 MINISTRY RESULTS REPORTS FOR 1992-93

RESULTS

What's New

- Integration of **workforce impact plan results**.
- Addition of **numerical measures for health and safety, training for employment equity, and work-place harassment and discrimination prevention**.
- Provision of **Results Assessment Criteria**.

What's the Same

- **Focus on analysis of data, not on reporting data.**
- **Removal** of all charts for which data are centrally available.
- Provision of a **diskette** of Results Reporting Format shell in WordPerfect 5.0 to ministry SFR coordinator.

4.1 RESULTS REPORTING PROCESS

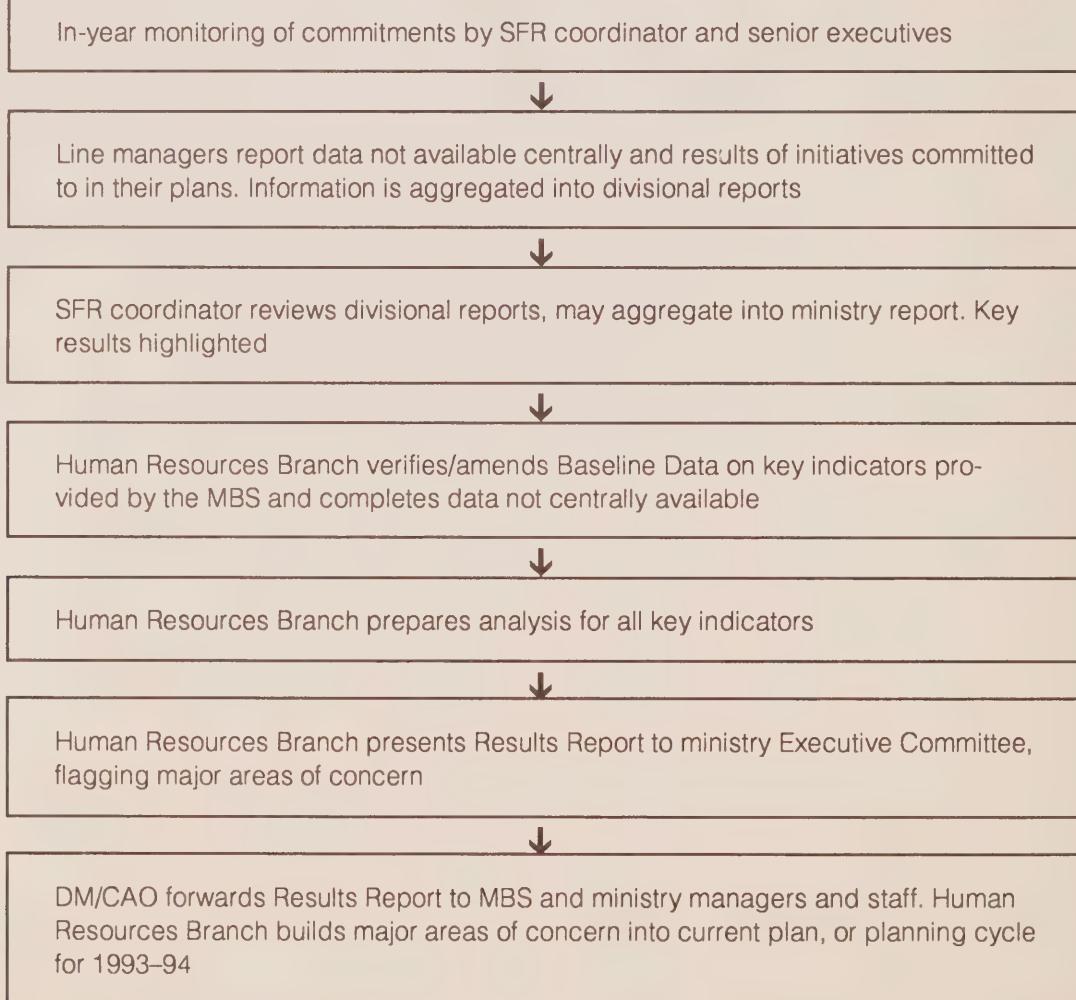
No matter how well we plan, or how smoothly we implement a program, the results are what matter in the end. A results report describes the initiatives that have been completed, and analyzes the impact they have had on the organization. The results achieved by each ministry are assessed by Management Board Secretariat according to the criteria outlined in Section 4.3.

The reporting of results ensures accountability for the completion of commitments. The

numerical measures and analysis used in results reporting allow us all to assess progress over a number of years as well as the validity of strategies used. This information provides a ministry with the context which frames the next planning cycle.

Like planning, results reporting involves a number of different people. Processes for collecting the necessary information, analyzing it and preparing the final report vary from ministry to ministry. The sample process below, outlines the typical steps which might be followed.

Sample – Results Process



4.2 GUIDELINES AND FORMAT

The format for the Ministry Strategies for Renewal Results Report consists of three parts: results of initiatives, analysis of results and a technical appendix. **Part One – Results of Initiatives** outlines the fiscal year-end status of initiatives committed to by the ministry. This must include the results of workforce impact plans committed to by the ministry in-year as well as the original SFR commitments. **Part Two – Analysis of Results** provides an analysis of the ministry's current status vis-a-vis the numerical measures established for Strategies for Renewal. **Appendix A – Technical Data** consists of a check for data accuracy and a few charts for which data are not centrally available.

The format for results reporting will be submitted to ministries on a diskette in WordPerfect 5.0.

4.2.1. Part One – Results of Initiatives

This part of the report outlines the status of initiatives as of year-end 1992–93 (March 31, 1993). This includes initiatives committed to in the 1992–93 Strategies for Renewal Plan as well as in-year commitments made in Workforce Impact Plans. In this part of the report, the ministry should clearly indicate the initiative committed to and the results achieved. The sample on the next page outlines the format to be used.

As initiatives do not always start or end neatly in fiscal years, please note the following:

- Initiatives having a duration of one year or less which are not completed within the anticipated time-frame should be so noted and accompanied with reasons for the variance. For example, an initiative may be just beginning or in its final phase. Reasons for the delay might include a re-organization or it may be that an expected opportunity did not materialize.
- Multi-year initiatives may be in varying stages of progress at the end of a fiscal year. In these cases, significant progress to year-end should be reported, as well as the status of the project.
- Each year ministries need to adjust plans and develop initiatives in-year. These initiatives may not have been committed to as part of either the SFR Plan or a Workforce Impact Plan. If they are significant, they should be reported.

Sample – Part One: Results of Initiatives

Ministry Priorities & Planned Initiatives	Results of Initiatives
<p>1. Ministry Priority:</p> <p>Redeploy employees displaced as a result of Base Budget and major reallocation plan.</p> <p>Initiatives:</p> <ul style="list-style-type: none">• Establish a Consultation Committee with OPSEU, including development of terms of reference• Determine skill base of employees to be redeployed to identify where reskilling is required.• Complete an assessment of the impact of displacement on employment equity and develop a strategy to deal with it• Redeploy employees with transferable skills to new initiative X• Provide development to employees via acting assignments in vacant positions	<ul style="list-style-type: none">• Joint Consultation Committee with OPSEU established and operational• Computerized skills inventory developed and utilized to assist in redeployment• Assessment complete, ongoing advisory committee in place, and unique Career Transitions Program developed• 50 employees redeployed into new initiative X directly• 15 displaced employees placed in acting positions

4.2.2. Part Two – Analysis of Results

This part of the report outlines the impact of initiatives on the baseline data and the progress of the ministry towards the numerical goals for some objectives. In the analysis of results, ministries should, on an objective

by objective basis, identify any significant upward, downward or lateral trends; provide a rationale; and relate the trend to the success or failure of any related planned initiatives. Where an outstanding issue is identified the ministry should indicate it as a priority for the subsequent year's planning. A sample of this section is outlined below.

Sample – Part Two: Analysis of Results

Revitalization – Education, Training and Development

Chart 4. Percentage of Staff Participating in Developmental Opportunities



The ministry's priority to redeploy employees displaced by the impact of the 1992-93 budget, resulted in a sharp increase in the number of employees retraining in developmental opportunities, (from 7.9% of staff in 1991-92 to 12.1% in 1992-93). This percentage is well above the corporate average of 10.1%. Prior to 1992-93 the Ministry showed a gradual increase in the average participant days of training. From 1987-88 to 1991-92 this number had increased from 3.2 to 3.6. In 1992-93, this number decreased to 3.4 due to a greater focus by the ministry on developmental opportunities. Ministry X plans to continue this focus on development opportunities, as opposed to course style training, as it best serves current operational needs.

In order to complete this type of analysis, numerical data are required. Management Board Secretariat provides ministries with historical data about their organization and the OPS regarding:

- Age Profile
- Employment Equity Designated-Group Representation – including progress towards goals
- Area of Search
- Hiring (External, Intra-Ministry, Inter-Ministry)
- Turnover
- Reporting Relationships
- Levels of Hierarchy
- Education, Training and Development*
- Alternate Work Arrangements*
- Waivers of Competition*
- Health and Safety*

These data should form the basis for your analysis. They are mostly provided in percentage format to facilitate comparisons from year to year.

** In addition to the previous years data supplied, ministries need to gather data for these areas for 1992–93 in order to complete their analysis.*

4.2.3. Appendix A: Technical Data

1. Review of Central Source Data

Management Board Secretariat provides ministries with original source data for 1992–93 regarding:

- Age Profile
- Employment Equity Designated Group Representation
- Area of Search
- Hiring (External, Intra-Ministry, Inter-Ministry)
- Turnover
- Reporting Relationships
- Levels of Hierarchy
- Workers' Compensation Board claim rates & Ministry of Labour Orders

These data reflect ministry entries onto central databases such as IPPEBS and the 302 System. Ministries are asked to review carefully the data, confirm their agreement with its accuracy, or update the computer reports. Corrected data should be analyzed as part of the analysis of results. Any corrected reports should be returned in this Appendix.

2. Ministry Source Data

1992–93 data are not available centrally for:

- Education and Training
- Development Activities
- Alternate Work Arrangements
- Waivers of Competition
- Health and Safety Education
- Employment Equity and Workplace Discrimination Prevention Training Initiatives

Ministries are therefore requested to submit this information, based on their own records, using the charts provided. The 1992–93 data for these areas should also be discussed as part of the analysis of results.

2.1 Education and Training

This profile is designed for ministries to indicate formal education and training activities.

Compensation Group	Average Number of Person-Days	Average Dollar Expenditures
SMG		
MCP		
BU		
EXCL		
TOTAL		

2.2 Development Activities

Development activities include a variety of initiatives to enhance individual skills, knowledge, competence and general qualifications. Such opportunities involve either a functional change of work responsibilities or a significant increase in the scope of an individual's regular job. The following may be used for this purpose:

- accelerated skills development;
- formal career development programs;
- committees and task force participation;
- intergovernmental exchanges or assignments outside the Ontario Public Service;
- temporary assignments, such as secondments and acting appointments;
- underfill appointments;
- career transition retraining.

Compensation Group	Number of Participants	% of Group Population
SMG		
MCP		
BU		
EXCL		
TOTAL		

2.3 Alternate Work Arrangements

Alternate work arrangements provide creative flexibility for the organization as well as for the employees. They include regular part-time, compressed work-week, staggered hours, flex-time, work-at-home and self-funded deferred leave.

Compensation Group	# Regular Part-time	# Compressed Work-week	Other	Total
SMG				
MCP				
BU				
EXCL				
TOTAL				

2.4 Waivers of Competition

Waivers of competition provide flexibility for the employer in appointing specific individuals to positions not in the bargaining unit. However they can also restrict access to ministry jobs from external candidates.

Waivers	SMG		MCP		EXCL		TOTAL	% of SMG, MCP, EXCL APPTS
	#	%*	#	%	#	%	#	

2.5 Health and Safety Education

Health and safety education is crucial to providing safe and healthy workplace.

A. Number and Levels of Employees

Attending Health & Safety Training Programs

Compensation Group	Number Attending	Percentage of Compensation Group
SMG		
MCP		
BU		
EXCL		
TOTAL		

B. Types of Health Promotion

Training Programs and Participation Rates

Type of Health Promotion Program	# SMG Participants	# MCP Participants	# B/U Participants	# Excluded Participants
*				
*				
*				
*				
TOTAL				

2.6 Training on Employment Equity and Workplace Harassment and Discrimination Prevention

A. Training Sessions on Workplace Harassment and Discrimination Prevention

Compensation Group	Number Attending	Percentage of Compensation Group
SMG		
MCP		
BU		
EXCL		
TOTAL		

B. Training session in Employment Equity for managers and supervisors

Type of Employment Equity Program	# SMG Participants	# MCP Participants	# B/U Participants	# Excluded Participants
*				
*				
*				
*				
TOTAL				

4.3 Results Assessment Criteria

Ministry Results are assessed on the following basis:

- Report is complete and integrates results achieved from both Strategies for Renewal commitments and Workforce Impact Plans;
- Commitments to effect change have been completed as appropriate;
- Demonstrated positive change towards corporate objectives has been achieved according to the baseline data;
- Results support the achievement of corporate priorities;
- Employment Equity results should indicate the completion of all mandatory items required for 1992-93 and the achievement of three-year goals and timetables;
- Health and Safety results should show: the completion of a review and analysis of the number and cost of WCB claims, a reduction in Article 18 grievances and Ministry of Labour orders issued and case numbers; the integration of health and safety into senior management group performance agreements, and MCP/SMG job specifications/advertisements, integration of health and safety into management training programs; establishment of Terms of Reference for Health and Safety Committees; and a monitoring process for Health and Safety Committees including measures to ensure a continuing membership.

SECTION 5

OPS Employment Equity Program

5.0 OPS EMPLOYMENT EQUITY PROGRAM

5.1 ACCELERATED EMPLOYMENT EQUITY PROGRAM STRATEGY

In 1991 the Government of Ontario announced an accelerated and strengthened employment equity strategy for the Ontario Public Service. The program's goal continues to be to achieve equitable participation by designated groups, at all levels of the OPS. However, the strategy is more focused and the requirements of ministries are more extensive. The major components of this strategy are:

- a comprehensive set of employment equity policies;
- mandatory components for ministry implementation with financial and resource support to ministries;
- partnership with OPSEU as well as internal and external stakeholders;
- improved data collection and analysis including the tracking of applicants seeking employment or promotion in selected occupations;
- an employment systems review program to assist ministries in identifying and removing barriers in employment;
- accommodation in employment for persons with disabilities;
- a workplace harassment and discrimination prevention program;
- a training and communication strategy;
- accountability for program progress down to the line manager level; and
- the tabling of a public report on Employment Equity in the Legislature.

Management Board Secretariat will keep ministries advised of new policies and guidelines as they are approved by Management Board of Cabinet, so that they can take them into account when developing their Strategies for Renewal plans.

5.2 MANDATORY COMPONENTS FOR MINISTRY IMPLEMENTATION

To work, this program needs to be implemented at a ministry level. Ministries will need to review carefully the following components to determine both the timing and the best way to implement them given their environment. Commitments to implement should be made in your Strategies for Renewal plan and results reported at year-end.

This program comes with both financial and programming support from Management Board. Where appropriate these will be noted in the discussion of the particular component. Section 5.3 outlines funding issues in more detail. Ministries are urged to work with the relevant program specialists in developing their plans for implementation.

• Organizational Structure

By the end of the 1991-92 fiscal year ministries must ensure an organizational structure with skilled staff and sufficient resources to achieve full program results including a fully dedicated senior management group position responsible for employment equity. Depending on the size of the ministry, central funding will be available for classified positions such as data analyst, trainer and program officer. (See section 5.3) Ministries will need to allocate appropriate ODOE resources to employment equity.

• Workforce Analysis and Data Maintenance

A thorough **workforce analysis** provides the basis for sound program development. Findings from this analysis will drive the ministry's employment systems review and ultimately the design of the ministry's program. Over the course of 1992-93 ministries will need to complete this analysis. To support ministries in completing this analysis funding is being provided for data analyst positions. A research and data analysis directive and manual are being developed.

For your analysis to be useful and to be able to measure program results, it is critical to maintain the currency of the data. Ministries are required to **ensure Workforce Profile Database maintenance** and a documentation rate of 95%.

• Employment Systems Review

An Employment Systems Review (ESR) identifies systemic discrimination in employment policies, practices, procedures and corporate culture. It is then used to develop recommendations and an action plan for organizational change. Ministries are required to initiate an ESR by the end of the 1992-93 fiscal year. The ESR process includes partnerships between management, union and employees as well as training, education and communication strategies to ensure full and informed participation. Consulting support and an Employment Systems Review Manual are provided by MBS. Funding is available to conduct all aspects of the review. (see Section 5.3)

• Program Design

Ministries are required to design, develop and implement a **comprehensive, integrated program** including a range of initiatives for designated groups. Many of the building blocks to a comprehensive program are listed in this section. Centrally, policies, guidelines and funding have been and are being developed to support your implementation of these components. Consultation with stakeholder/partners including the establishment of a Joint Consultation Committee with OPSEU, the creation of internal designated group advisory committees, and external consultations with community groups, private and broader public sector employees and specialists in the field have taken place.

As you complete your workforce analysis and implement your employment systems review, the **critical issues for specific designated groups** entering and progressing in your ministry will become clearer. Some of these issues you already know. Program design should focus on these critical issues, and you should begin to identify measures to address any areas of severe under-representation. We will communicate a policy framework for positive measures when approved.

In order to smoothly implement many employment equity initiatives, cooperation from the relevant bargaining agent(s) is required. Over the course of 1992-93 ministries need to negotiate a time-frame for the **establishment of joint labour/management committees on employment equity**.

• Goals and Timetables

The current three-year goals and timetables must be met by March 31, 1993. As part of their 1992-93 Strategies For Renewal plan, ministries must review current representation in occupational groups to ensure that realistic goals have been established. To assist ministries in reviewing and establishing goals, Appendix 2 outlines the current method for goal setting. Ministries should particularly review and revise corporate and/or ministry-specific numerical goals where:

- September 1991 Workforce Profile Data indicate that the goal is met but under-representation persists; goals should be revised upward;
- data indicate under-representation for designated group(s) in a ministry-specific occupation where no goal was previously set; a goal should be established and reported. If conditions exist to preclude a goal being set (for example no turnover projected for occupational group or ministry hiring freeze in place), this should be indicated.

Much discussion has taken place in ministries regarding the effect on the goals of the transfer of the Executive Compensation Plan and some of the senior levels of the Management Compensation Plan to the Senior Management Group. For the purposes of public accounting in 1993, the nomenclature previously used for executive and senior management goals (i.e., ECP and Senior MCP) will be maintained. For ministry use this means goals set for:

- ECP 4 & 5 will be directly applied to SMG 3 positions
- ECP 2 & 3 will be directly applied to SMG 2 positions
- Senior MCP will be directly applied to SMG 1 and the AM-19 and above including previously designated exceptions.

Planning for 1993-94 will include a new round of goals and timetables. For this, a revised goals and timetables methodology is being developed and guidelines will be provided.

• **Communication and Training**

The need for good consistent communication and training in employment equity in the OPS has been raised repeatedly.

Ministries need to develop a **communications strategy** and ministry-specific materials on all aspects of the program. A central strategy has been developed and some materials for Ministry use are being developed centrally. Funding through the Employment Equity Fund will be available for ministry-specific materials.

Over the course of 1992-93, ministries are required to train all line managers on mandatory elements of employment equity and to initiate training for staff. To assist ministries in achieving this, salary dollars are being provided for ministry trainers, a training needs analysis was completed, a training strategy has been developed, a course designed and course

materials will be provided. Ministries are asked to track, monitor, and evaluate this training and to use follow-up communications and educational strategies. The Senior Management Group will be trained centrally during 1992-93.

• **Barriers Elimination for Persons with Disabilities**

As an employer seeking to increase the representation of people with disabilities in our workforce, it is essential that the need for accommodation not be treated as a barrier to employment. It must be provided in both a timely and appropriate manner. In order to assist ministries, policy and guidelines have been produced. A communications package is available and a training package is being prepared. A central fund for accommodation has been set up and advice and consultation is available through your Ministry Employment Equity office and a central unit in the Workforce Planning and Employment Equity Branch. Often the entry point into the public service is through unclassified staff service. Ministries are asked to develop and meet barriers elimination goals to move people with disabilities from unclassified to classified staff.

• **Workplace Harassment and Discrimination Prevention**

The prevention of harassment and discrimination is a necessary precondition to the achievement of equity in the workplace. Ministries are required to set up workplace harassment and discrimination prevention services. This involves putting ministry Harassment Prevention Advisors/Investigators in place, ensuring the timely disposition of cases, providing program information to all classified and unclassified staff, and developing and delivering training sessions on workplace harassment. Ministries are also asked to establish an internal reporting system which will provide:

- the number of complaints received according to grounds (i.e., race, sex, disability, etc.) and area (i.e., promotion, dismissal, performance appraisal, etc.)
- the number of formal complaints closed according to grounds, disposition (i.e., complaint upheld or dismissed) and age of complaint
- informal complaints resolved according to grounds, area and type of remedy
- the number of inquiries received by ministry advisors
- the number of training sessions presented on workplace discrimination

To support the ongoing work of ministries in this area, a directive and guideline has been developed, training provided and a central unit established to assist in investigations and training.

5.3 OPS FUNDING SUPPORT FOR EMPLOYMENT EQUITY PROGRAM IMPLEMENTATION

Achieving all of the above items in one fiscal year will be a major challenge for ministries. Understanding this, the Secretariat has been successful in obtaining central funding to support employment equity offices, employment systems reviews and to provide accommodation to people with disabilities. In addition to this the Employment Equity Fund and the Employment Equity Internship Program will continue to provide funding to assist in the development of employment equity programming.

• Organizational Structure

Funding support will be available in late 1991-92 and 1992-93 to hire the following dedicated employment equity positions – Training Officer, Data Analyst, and Program Officer. ODOE support for furniture, office supplies, computer hardware and software will also be covered up to a maximum of \$10,600 per

position. Allocations have been determined on size of ministry and will depend on the proposed overall program structure. Specific guidelines on funding requirements have been distributed to ministries under separate cover.

• Employment Systems Review

Central funding is available to assist ministries in conducting employment systems reviews in 1991-92 and in 1992-93. By the end of fiscal year 1992-93, all ministries are expected to have initiated an ESR. Approved proposals with a start date during 1992-93 are eligible to receive up to 50% funding.

Application for funds is by way of a brief project proposal which must, at minimum, include:

- a description of the nature and scope of the project;
- estimated start and completion dates, project deliverables, time schedules, and estimated costs;
- staffing requirements, internal and external, to be dedicated to the ESR. It is anticipated that the size scope and complexity of some ESR projects may result in ministries identifying the need for a dedicated project manager. Please indicate the rationale and costs of such resources.

Applications to the fund must be signed by the Deputy Minister and addressed to the Project Manager, Employment Systems Review, Workforce Planning and Employment Equity Branch, Management Board Secretariat.

- **Employment Accommodation Fund for Persons with Disabilities**

The Ontario Government as employer is obligated under the *Ontario Human Rights Code* to accommodate persons with disabilities short of undue hardship. The Employment Accommodation Fund has been created to assist ministries in covering the cost of items and services required by employees with disabilities and job applicants with disabilities to maximize their contribution and participation in employment as well as their ability to compete for jobs. Items and services provided through the fund include but are not limited to the following:

- human support services
- communication services
- technical aids and devices
- workstation modifications
- building modifications
- accessible transportation

Applications for funding are accepted throughout the fiscal year. Requests should be made by completing the Employment Accommodation Application form. Application forms are available from your ministry fund coordinator or the Workforce Planning & Employment Equity Branch. The completed form should be sent to your ministry fund coordinator and forwarded to Management Board Secretariat.

- **Ontario Public Service Employment Equity Fund**

The Employment Equity Fund guidelines, general criteria, form design and approval process for assessing the proposals are identical to those of 1990-91 and 1991-92. Funding is provided for developmental opportunities, employment equity education and training, and pilot projects. In 1992-93, two main areas under the pilot projects component may be accessed for funding:

1. *Needs analysis and research*

Examples of projects include:

- developing an exit interview program;
- developing and evaluating a model for predicting future skill requirements and/or anticipated vacancies; and
- assessing work and family requirements.

2. *Outreach recruitment initiatives*

Examples of projects include:

- job fairs or recruitment drives;
- creation of designated group inventories; and
- job brokering projects.

These areas are not intended to be an exhaustive list of pilot projects. Proposals will not be accepted for pilot projects for data base development as additional data support will be provided through the Workforce Planning and Employment Equity Branch.

In 1992-93, Management Board Secretariat is particularly interested in receiving proposals for:

- the design, production and distribution of communication and educational materials on the Ministry's Employment Equity Program; and
- additional resources to ensure the completion of projects commenced in 1990-91 or 1991-92.

Proposals must be submitted to Management Board Secretariat by February 17, 1992. Ministries will be advised of approvals no later than March 31, 1992.

- **Employment Equity Internship Training Plans**

The criteria for assessing Internship Training Plans will be identical to those of 1991-92. In 1992-93 emphasis will be placed on selecting proposals for Internship positions that will:

- lead to placements in senior-level positions;
- result in placements in occupational groups with high under-representation of employment equity designated group members;
- lead to placements in occupational groups where future skill shortages are projected.

Training Plan Forms have been distributed to Ministries. Priorized Ministry Internship Training Plans must be returned to Management Board Secretariat by January 17, 1992. Ministries will be advised of approvals by February 14, 1992.

APPENDIX 1 – STRATEGIC DIRECTIONS FOR SFR PROGRAM

Introduction

The Strategies for Renewal Program has two strategic directions:

- to revitalize the workforce; and
- reshape the workplace.

Revitalizing the Workplace

The Ontario Public Service workforce should be flexible, dynamic, responsive and reflective of the diversity of Ontario's population.

Objective 1: Age

To change the profile of the following age groups:

- to increase the proportion of the under 25 age group to 10% of all staff;
- to maintain the proportion of the 25-34 age group at 26% of all staff.

Objective 2: Employment Equity

To meet, by 1993, representation goals for each of the employment equity designated groups in the following areas:

- the Executive Compensation Group;
- the senior levels of the Management Compensation Group;
- the inventory of employees with potential for executive positions;
- corporate priority occupational groups;
- ministry-specific priority occupational groups.

Objective 3: Planned Staffing

To develop and implement comprehensive staffing strategies addressing both ministry and corporate priorities, including:

- changing ministry responsibilities;
- turnover;
- employment equity;
- area of search;
- relocation;
- surplus staff retraining and redeployment;
- external hiring;
- inter- and intra-ministry movement;
- waivers of competition.

Objective 4: Education, Training and Development

To plan, develop and implement education, training and development strategies, both inside and outside the Ontario Public Service, considering:

- corporate priorities, including employment equity;
- ministry strategic directions and operations, including reorganization and relocation;
- managers' responsibility for education, training and development;
- a variety of learning, delivery, and evaluation approaches.

Reshaping the Workplace

The organization which delivers the programs and services of the Government should exemplify the best in management practice and be responsive to changes in the quality of the working environment.

Objective 1: Organization Design

To review organizational structures for effective delivery of programs and services, including:

- optimum levels of hierarchy;
- span of control;
- line/staff ratio.

Objective 2: Workplace Barriers

To identify and eliminate overt and systemic barriers to equal access and full participation in the workplace.

Objective 3: Changing Workplace

To increase flexibility and responsiveness in the Ontario Public Service workplace by:

- promoting joint union-management initiatives;
- implementing alternate work arrangements, where mutually beneficial;
- recognizing the need to balance the demands of work, personal and family life;
- encouraging employee participation in work design and methods;
- enhancing employee involvement in decision-making;
- raising awareness of the advantages of a diverse workforce;
- implementing the approved ESR recommendations.

Objective 4: Safe and Healthy Workplace

To demonstrate commitment to a safe and healthy workplace by:

- managing the work-site effectively to minimize occupational injury and disease, as demonstrated by the number and type of Workers' Compensation Board claims;
- facilitating and monitoring the effective functioning of joint health and safety committees to ensure sound internal accountability;
- incorporating a health and safety component into management development programs (e.g. supervisory skills), staff training courses (e.g., ergonomics for computer users), and new employee orientation programs;
- developing and delivering appropriate in-house health and safety education programs, and encouraging attendance at jointly-sponsored programs and those offered centrally (e.g., Ministry of Government Services, Management Board Secretariat);
- integrating, at the initial planning stage, accident prevention and health promotion with ministry business operations (e.g., automation, relocation, etc.);
- implementing health promotion programs [e.g., Wellness].

APPENDIX 2 – GOALS AND TIMETABLES METHODOLOGY

Designated Group	Step 1		Step 2		Step 6	Step 7	Step 8
	#	%	#	%	=	=	%
Aboriginal Peoples	0	0.0	0	0.0	1.7% x21 1	1	1.2
Persons with Disabilities	2	3.3	3	3.3	7.4% x21 2	4	6.0
Francophones	3	5.0	4	5.0	6.3% x21 1	5	6.0
Racial Minorities	3	5.0	4	5.0	8.6% x21 2	6	7.0
Women	381	63.0	51	63.5	No Goal	—	No Goal

The following outlines the current process for establishing goals and timetables step by step. If you would like more detail, the Strategies for Renewal Action Plan and Results 1990–91 booklet outlines the process in more detail. Copies of that booklet are available from your workforce planning consultant.

Step 1:

Analyze Workforce Profile Survey results to identify the reported number and percentage of employment equity designated group respondents within the occupation group.

Step 2:

Extend the designated group respondent percentage to the total Ministry IPPEBS population figure within the occupational group, to determine an estimated total number of designated group members within the occupational group.

Step 3:

The Personnel Administration Occupational Group (for example), is identified as a ministry priority.

Step 4:

Project total number of hiring opportunities within occupational group:

- Projected Turnover = 5 positions per year
- Projected Growth = 2 positions per year
- Total Hiring/Promotional Opportunities = 7 per year x 3 years = 21

Step 5:

Estimate Availability of Qualified Applicants

<i>Ontario Population</i>	<i>Representation:</i>
(Ages 15-64)	

Aboriginal Peoples	1.7%
Persons with Disabilities	7.4%
Francophones	6.3%
Racial Minorities	8.6%
Women	50.4%

Step 6:

Project Hiring Opportunities that could reasonably be filled by qualified designated group members.

Since the representation of women in this occupation group exceeds the Ontario population representation of women a goal is not established for women.

Step 4 x Step 5.

Step 7:

Calculate the estimated total number of designated group members that would be employed in the occupational group at end of the three-year Planning Cycle. Add the number of designated group members within Ontario Government to the projected number of designated group members that will be hired into Ontario Government within the three-year planning cycle.

Step 2 + Step 6.

Step 8:

Calculate the three-year planning cycle numerical goal for the designated group.

Step 7 divided by anticipated occupational group population $((\text{Population} + \text{Growth}) \times 100)$

Step 9:

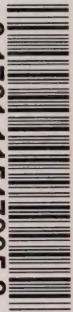
Identify Barriers Eliminations Goals that will assist in achieving three-year Planning Cycle and ten-year Numerical Goals.

Step 10:

Identify any collaborative initiatives that would facilitate the achievement of the goals.

NOTES

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